

1999 Dimensions' Almanac Edition



The past 12 months have seen the Defense Logistics Agency involved in a multitude of activities and missions to support the warfighter at home and abroad. Look at a calendar of events, and you will find these commitments: supporting our service men and women in real-world contingencies like Operations Allied Force (Kosovo) and Joint Forge (Bosnia); participating in exercises like Ulchi Focus Lens in the Republic of Korea; and shipping tents, Humanitarian Daily Rations, and other items for humanitarian relief in Operation Sustain Hope. These events mirror the contributions made by DLA, day in and day out, as the warfighter's logistics combat support agency. They are also the foundation of our standing as a world-class organization having a major impact on the successful mission accomplishments of the defense of our Nation.

While excelling in our mission areas (as well as adding new missions), we have made great strides in streamlining our business practices and focusing on even more business innovations in the future. Both of these areas—our present accomplishments and our vision for the future—have earned DLA an abundance of awards: Vice President Gore's Hammer awards, numerous DoD awards, Environmental Protection Agency awards, and many others. The hard work, smart thinking, and innovation of our work force underpin all of these accolades.

This special almanac issue of *Dimensions* magazine offers a snapshot of DLA, portraying who we are, what we are doing for our customers, and how well we are accomplishing our broad range of responsibilities. It captures our accomplishments and helps point us to the future. As we head toward our 38th anniversary in October of this year, this special edition of *Dimensions* lets us and our warfighting customers better understand who we are and where we are headed.



Henry J. Glisson

**Director,
Defense Logistics Agency**

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At a glance

Wherever military troops are deployed around the world, the Defense Logistics Agency (DLA) is there, providing wide-ranging logistics support to defend America's interests and commitments. Since its inception in 1961 as the Defense Supply Agency, the Agency's primary role has been to provide supplies and services to America's military forces worldwide.

DLA employees are always at work behind the scenes, doing whatever it takes to help put equipment, weapon systems, services and supplies wherever they're needed—on the shortest notice, anywhere in the world and at the lowest possible cost. DLA's 42,000 skilled and dedicated civilian and military staff work around the clock, in all 50 states and 30 countries, at over 500 sites located close to, and partnered with, customers and suppliers.

DLA's mission includes managing over 4 million consumable items, annually processing more than 25.9 million distribution actions and administering over \$850 billion of

Department of Defense and other agency contracts. The Agency provides a major portion of the worldwide logistics support and services that are vital to the armed services, through two main mission areas: materiel management, which encompasses supply, distribution, procurement, reutilization and logistics information management; and acquisition, which covers contract management.

DLA's responsibilities have grown to the point that today, if America's forces fight with it, wear it, eat it, burn it as fuel or otherwise use it, DLA provides it, arranges for its reutilization after the consumer no

longer needs it or has managed the contract to obtain it—a responsibility taken seriously and executed proudly, in combat and in peace.

In October 1999, DLA will celebrate its 38th anniversary. Since the Agency's establishment, DLA has supported every war, every major contingency, every humanitarian relief operation, every theater of operations where sailors, airmen, soldiers, and Marines have been deployed. DLA has been there for America's armed forces by providing required supplies and services, when and where needed, around the clock, around the world. Five unit citations attest to the DLA focus and ethos—"we are America's logistics combat support agency."

That is why DLA employees—active and Reserve compo-





nent, military and civilians—have been and will remain valued members of the warfighting team. But DLA can't rest on its laurels. With the coming of a new century, America's armed forces will undergo the most significant period of change since World War II.

As modern warfare increases in technological sophistication, speed and complexity, logistics and acquisition organizations and systems must change to keep pace. DoD's Joint Vision 2010 and its Focused Logistics tenet describe this future state. Power projection will require speed, agility, supply chain integration, distribution and transportation-based logistics, and leading edge technology. To remain relevant, DLA must reshape and refocus itself and apply the same innovation, teamwork, warfighter focus, selfless service, and professionalism that made this organization so successful during the past three decades. What DLA does will not change. How DLA does it will.

Since 1992, business process re-engineering, reinvention and reform activities, and shift to commercial practices, among other initiatives, have enabled DLA to improve performance and lower the costs of operation. Using proven business strategies, DLA will be able to bring

roles and responsibilities.

While DLA pursues greater effectiveness and efficiency, the priority and focus are stronger than ever on readiness and sustainment. DLA realizes that customers can choose among several sources of products and services. They do not have to come to DLA for all their logistics support. DLA has worked hard to give customers choices, put best business practices in place to leverage commercial and organic core competencies, and make combat logistics business through DLA the best value. The DLA vision is to be the warfighter's choice for integrated life-cycle solutions.

Through teamwork and partnership with America's armed forces, DLA's approach emphasizes "One Team, One Focus," now and in the new millennium. As a roadmap to the future, DLA's strategic plan outlines three goals:

- ◆ **Customer Service:** Consistently provide responsive, best value supplies

Agency manpower down to the low 30,000s by fiscal year 2005. That is a 50 percent decrease since 1992 despite an incredible growth in Agency missions,

and services to our customers. This goal is about directly linking and teaming with our customers and business partners.

- ◆ **Reduce Costs:** To improve efficiency—increase effectiveness.
- ◆ **World Class Work force:** Ensure the DLA work force is enabled to deliver and sustain world class performance.

At DLA, employees are proud to share some of their successes and new initiatives, and assure customers that DLA will strive to continually improve. As an Agency, DLA values excellence and integrity in its people and organization, are committed to excellence in service to customers, and count on the innovative ideas of the work force to achieve the DLA goals.

DLA will continue helping customers maintain readiness at reduced cost and sustain current and future deployed operations. That is the challenge, our commitment. ■



Defense Logistics Agency

Director: Army Lt. Gen. Henry T. Glisson **Headquarters:** DLA Headquarters Complex, Fort Belvoir, Va.

Mission: To provide best value logistics and contract management support to America's Armed Forces in peace and war—around the clock, around the world.

People

Civilians..... 40,816

Military..... 1,084

Web address: www.dla.mil

Description: The Defense Logistics Agency (DLA) provides supply support, contract administration and technical and logistics services to the military departments and to several civilian agencies.

DLA's headquarters organization manages DLA's vast network of worldwide offices.

Within the headquarters structure, DLA is divided into five major areas and several special support offices.

Two Joint Program Offices, Joint Total Asset Visibility (JTAV) and the



Joint Electronic Commerce Program Office (JECPO), also report to the director.

JTAV's mission is to provide users with timely and accurate information on the location, movement, status and identity of units, personnel, equipment, and supplies. JTAV is located in Alexandria, Va.,

and is headed by **Nancy Johnson**, JTAV director.

JECPO is responsible for accelerating the application of electronic commerce practices and associated information technologies to improve the Department of Defense (DoD) acquisition and life-cycle support processes. JECPO is



headquartered in the DLA Headquarters Complex. **Scottie Knott** is the director.

The four business areas located in the DLA Headquarters Complex are the following:

Comptroller

The DLA Office of the Comptroller (FO), is headed by **Linda Furiga**.

FO is responsible for obtaining and allocating resources, analyzing execution, providing fiscal guidance and advice to support the Agency, its business areas, and its field activities.

The DLA Comptroller is responsible for DLA-wide budget preparation, obtaining and allocating resources, conducting financial analysis, and providing guidance.

On the web: www.fo.hq.dla.mil

Phone: (703) 767-7300

General Counsel

The DLA Office of General Counsel (GC) is headed by **Bruce Baird**.

GC functions as a unitary legal organization, servicing a multitude of customers. The office meets its clients' needs through responsive, high quality, cost effective legal services. It strives to maintain a flexible organization that includes specialized legal practice groups.

On the web: <http://ogc4.hq.dla.mil>

Phone: (703) 767-6060

Chief Information Office

The DLA Chief Information (CI) Office is headed by **Carla von Bernewitz**.

CI's primary responsibility is to develop and oversee policy and plans pertaining to DLA's information technology and information management activities. The office also sets DLA's Internet policy and manages DLA's Y2K program. The CIO serves as the head of the



Agency's Information Technology Management Team.

On the web: www.cio.dla.mil

Phone: (703) 767-3100

Corporate Administration

The DLA Corporate Administration (CA) Office Director is **Gary Thurber**.

CA is responsible for executive level oversight for operations and administrative policy and provides broad administrative guidance over Agency-wide operational and strategic planning, integration of policy and quantitative assessment of Agency performance in each major mission area. Programs under CA's responsibility are civilian and military human resources management, environmental affairs, equal employment opportunity, security, reserve officer/enlisted program, special projects, and public affairs and congressional affairs.

In addition to the headquarters elements charged with providing Agency-wide staff direction for the above programs, the CA director also directs the DLA Administrative Support Center, one Regional

Support Center, the Defense Human Resources Operations Center, and two Field Operations Activities, the DLA Center for Training, Education and Development, and the DLA Office of Operations Research and Resource Analysis.

On the web: www.dla.mil/organization/ca.htm

Phone: (703) 767-5202

Defense Automated Printing Service

The Defense Automated Printing Service (DAPS) is headed by **Marshall Bailey** and is headquartered in Mechanicsburg, Pa.

DAPS provides printing services as well as automated document management for DoD. The document management includes such things as digital conversion, storage and output.

Located in over 300 locations around the world, DAPS has been serving the Army, Navy, Air Force, Marines and other DoD agencies for almost 50 years.

On the web: www.daps.mil

Phone: (717) 605-2362 ■

Milestones

The men and women of the Defense Logistics Agency (DLA) have a history of devotion to supporting the military services around the clock and around the world, and will continue this proud tradition into the next century. At the headquarters, noteworthy achievements and events don't go unnoticed. In 1998, a museum and the DLA Hall of Fame were established to honor the history of DLA and its employees, and the Logistics Initiative Lab was introduced to showcase new ways of doing the logistics business.

DLA Hall of Fame

Established by DLA Director Army Lt. Gen. Henry T. Glisson in 1998, the DLA Hall of Fame honors the people who have supported the readiness and sustainability of the Armed Forces since the Agency's inception in 1961. The first five members were inducted into the Hall of Fame in September 1998. The inductees are the following:

◆ **Army Lt. Gen. Andrew T. McNamara**, Director, 1961-1964



◆ **William J. Cassell**, Comptroller, 1973-1989



◆ **William V. Gordon**, Executive Director, Contract Management, 1979-1994



◆ **Anthony W. Hudson**, Staff Director, Personnel, 1977-1992



◆ **Karl W. Kabeiseman**, General Counsel, 1974-1994



DLA Museum

"Proud of Our Past" is the theme of the new museum at the DLA Headquarters Complex, dedicated to the Agency's

38-year history. Opened in late 1998, the museum tells the story of the creation and formation of the Defense Supply Agency. Highlights include "Feeding the Soldiers," tracing the evolution of military subsistence from the Revolutionary War to present, and "Flag Making," exhibiting the design and embroidery of military flags, and showcasing a Presidential Design Flag.



Introducing DLA

DLA introduced a number of initiatives last year aimed at spreading the word to our customers about the innovative ways the Agency accomplishes its mission. One notable first was the DLA Commanders-In-Chief Day, in November 1998. The logistics directors from

European, Pacific, Atlantic, Southern, Central, Strategic, Special Operations, and Transportation Commands, plus U.S. Forces Korea, gathered at the DLA Headquarters Complex to discuss logistics support issues. The event is slated to become an annual conference. To showcase some of DLA's initiatives, the Agency opened the Logistics Initiatives Lab. The lab uses a combination of storyboard graphics, exhibits, computer based presentations and

interactive "hands on" displays to show first-hand how DLA is working to better serve its customers.



Bosnia Donations Program

In 1996, DLA took on the responsibility of orchestrating and managing the DoD Bulk Donations Program for support of the troops serving in Bosnia and Hungary. Americans expressed a desire to show their appreciation to the U.S. troops keeping the peace in Bosnia by donating large quantities of items, ranging from Girl Scout cookies and Valentine candy to playing cards and Christmas trees. Working hand in hand with European Command and U.S. Army Europe's Morale, Welfare, and Recreation, DLA developed a program to screen, accept, and ship donations. To date, 190 separate donations, valued at over \$2.5 million, have been sent to U.S. military members in Bosnia and Hungary.

Environmental Stewardship

Closer to home, DLA has been actively involved in federal efforts to protect the Chesapeake Bay. DLA became a signatory of the Federal Agencies' Chesapeake Bay Ecosystem Unified Plan in November 1998. Three DLA installations are in the Bay watershed: Distribution Depot Susquehanna, Pa. (DDSP); Defense Supply Center Richmond, Va. (DSCR); and the Defense National Stockpile Center's (DNSC) Curtis Bay, Md., depot. As part of the Chesapeake Bay Ecosystem Restoration Program, DDSP joined with Boy Scout Troop 59 to restore a streamside ecosystem, using native plants and also converted one acre into wetland. The Curtis Bay Depot, a DNSC, planted 200 trees, as part of a watershed cleanup effort. In addition, DLA has significantly reduced the use of pesticides on its installations with tributaries into the



Bay. In 1999, DLA will include DNSC Binghamton, N.Y., in the agreement, and continue to seek ways to ensure responsible environmental management. The rescue of the Palos Verdes blue butterfly, a nearly extinct species, continues at Defense Fuel Support Point San Pedro, Calif. With help from community volunteers, the University of California, local industries, and other partners, DLA is restoring the butterfly's habitat.

Community Care

DLA continues to encourage community outreach programs. In 1998, we are proud to have spon-

sored programs such as Adopt a School, which pairs a local school with a DLA activity. DLA employees volunteer as tutors or mentors, encouraging children to excel. Remembering that some need extra help during the holidays, DLA sponsored the Holiday Families program. DLA members donated food and wrapped gifts to needy families. At the DLA headquarters complex, the chaplain delivered the gifts to each family. DLA has made a commitment to the President's Welfare to Work program, which brings welfare recipients into the federal work force in temporary and permanent positions. ■

